C7000-5-11

AUGUST 1990

Lodging Hospitality

THE MANAGEMENT MAGAZINE OF DEVELOPMENT, OPERATION AND MARKETING

Extended Stay
Rides Budget

LODGING'S 400 TOP PERFORMERS

Volume Forty-Six
Number Eight, August 1990

16 LODGING TODAY

Lodging Hospitality

59 TOP PERFORMERS

111 AMENITIES

LODGING HOSPITALITY (ISSN 0148-0766) is published monthly at 1100 Superior Avenue, Cleveland, Ohio 44114, (216) 696-7000. Printed in U.S.A. Copyright© 1990 by Penton Publishing, Inc. Subscription rate for U.S. and possessions is $55 for one year, $95 for two years. Single copy is $5.00. Outside U.S. subscription is $90 for one year, $175 for two years, outside U.S. is $9.00 (Canada only, $75 for one year, $140 for two years). Single copy is $7.00. Second class postage paid at Cleveland, Ohio, and additional mailing offices. Send remittance in advance to: Lodging Hospitality, P.O. Box 95759, Cleveland, Ohio 44101. Send claims to: Lodging Hospitality, P.O. Box 6192, Cleveland, Ohio 44101.

POSTMASTER: Send address changes to Lodging Hospitality, 1100 Superior Avenue, Cleveland, Ohio 44114.

COVER STORY

59 **LODGING'S 400 TOP PERFORMERS**
Lodging Hospitality's exclusive annual study of the industry ranks the leading properties, chains and management companies.

SPECIAL FEATURES

111 **AMENITIES: HERE TO STAY**
Hotels are evaluating room amenities to see what consumers really want.

115 **DESIGNS THAT REALLY COOK**
Revamped menus, changing service levels and staffing concerns are fueling changes in layout and equipment.

118 **THE TOPS IN F&B**
Frequent guests rate hotel foodservice in ten major markets.

DEPARTMENTS

FORUM 2
CALENDAR 12
LODGING TODAY 16
INVESTMENT TODAY 27
SUITE SUCCESS 40
STRATEGIES 46
BENJAMIN ON PURCHASING 48
MARKETPLACE 50
SPEAKING OUT 52
MELINDA BUSH ON TRAVEL 54
TECHNOLOGY TODAY 123
NEW PRODUCTS 126
EQUIPMENT AT WORK 148
PEOPLE 152
VENDOR NEWS 155
CLASSIFIED ADVERTISING 157
ADVERTISING INDEX 160

COVER: Design by Sherry A. Griffith. Photo by Martin Benham Photography.

Our exclusive annual study identifies the industry's leading properties, chains and management companies.

LODGING'S 400 TOP PERFORMERS

TOP PERFORMERS PROFILE ... 60
CENTER CITY TOP PERFORMERS ... 67
RESORT TOP PERFORMERS ... 73
SUBURBAN TOP PERFORMERS ... 81
HIGHWAY TOP PERFORMERS ... 85
AIRPORT TOP PERFORMERS ... 93
TOP 50 LODGING CHAINS ... 97
TOP MANAGEMENT COMPANIES ... 105

LODGING 400

WHO'S BEST AND WHY

Whether they're big or small, urban or remote, hotel or resort, Top Performer properties share one thing: success.

BY EDWARD WATKINS
EDITOR

In a year of acquisitions, mergers and name changes in the lodging industry, one thing remains constant: quality operators always rise to the top. This year's study of Lodging's 400 Top Performers reveals some familiar names and trends.

For example, compared to the rest of the industry, the 400 Top Performers have extraordinarily high sales per room figures, which is the primary measure used to rank properties in this study. Eighteen properties, including 12 resorts, have annual sales per room above $100,000.

New York City's Pierre Hotel tops all properties listed with a whopping $212,699 in sales for each of its 209 rooms. By contrast, Laventhol & Horwath reports that the typical property generates $20,593 in annual sales per room.

Many of the Top Performers rely on high occupancies for their success. Ten of the 400 properties report occupancies above 90 percent. Leading the list, as it does every year, is the Hale Koa Hotel, a government-run resort for military personnel in Honolulu. The beachfront resort has a 99-percent annual occupancy.

Revenues Per Available Room, or REVPAR, is a relatively new measurement of lodging property success. REVPAR calculates the daily sales a property earns for each of its guestrooms. It is calculated by multiplying a hotel's occupancy by its average daily rate. Median REVPAR for all lodging properties is about $40. In New York City, which has the highest average rates in the industry, a typical REVPAR is about $100 for a first-class Manhattan hotel. Yet five New York hotels register REVPARs above $150. Morgans, a chic celebrity hotel, has a REVPAR of $332.68. With a 92-percent occupancy, the property maintains an average daily rate above $360.

There have been a number of significant changes in the chain lodging market since the last 400 chain report. Several of the biggest sales and mergers happened in the past two months and aren't reflected in this year's chart (beginning on page 97), which shows figures for all firms **as of June 1, 1990**. Here is a rundown of the biggest changes:

- Mammoth Holiday Corp. broke into several smaller pieces last fall. British-based Bass Plc bought the company's Holiday Inns core brand and moved its headquarters from Memphis to Atlanta. The Holiday Inns brand remains as the largest hotel company in the business with 264,523 rooms and 1,365 properties in the United States and 49,701 rooms and 213 hotels overseas.
- The remaining Holiday Corp. brands—Embassy Suites, Hampton Inns, Homewood Suites and Harrah's—became part of a new company, Promus, operated by former Holiday executives.
- Likewise, Ramada Corporation split into several pieces. Hong Kong-based New World Hotels bought the Ramada Hotel Group. It sold the Ramada's franchise system and the Rodeway brand to Prime Motor Inns but kept control of the Ramada Renaissance and Ramada International brands.
- However, Prime recently sold its Ramada stake, along with its existing Howard Johnson brand, to Franchise Holdings Corp., a new company headed by former Days Inns Chairman Henry Silverman.
- Manor Care, the parent company of Quality International, bought the 15,000-room Rodeway system from Prime. Rodeway will become part of the Quality family, under the chain's new name, Choice Hotels International.
- Charlotte-based Econo Lodges of

WHERE ARE THE TOP PERFORMERS?

Five states account for nearly 40 percent of the Top Performers. Eight states have no top performing properties.

ILLUSTRATION BY: Linda Schrager

America purchased Friendship Inns but has chosen to operate the two systems as separate companies.

- Guest Quarters purchased Pickett Suite Hotels, a small Ohio-based chain of all-suite hotels similar to the upscale Guest Quarters profile.
- French lodging giant Accor last month purchased hard budget king Motel 6 to gain a foothold in the U.S. economy lodging market.
- Several other widely speculated changes in the chain market have yet to materialize and probably won't. The Hilton Hotels Corp. board of directors failed to sell the company as it and Chairman Barron Hilton had hoped. And the planned purchase by Omni Hotels of MetHotels and its Doubletree and Compri brands also didn't happen.

Despite the sales, swaps and mergers, the lineup of the top 10 brands remains mostly steady. Chains reporting significant rooms gains include Days Inns, up 30,000 rooms; Marriott, up 15,000 rooms; and Motel 6, up 10,000 rooms.

Radisson Hotels also took a giant leap, from 18th place and 22,000 rooms last year to ninth spot and 65,000 rooms this year. The chain posted strong gains in its franchising effort, going from 54 licensed properties in 1989 to 137 this year.

Despite the changes in the market, the top 10 chains account for 1.2 million rooms, about 40 percent of the total U.S. lodging market. Franchising still dominates the growth strategies for most of the largest chains. Among the top 10 companies, only Motel 6 doesn't franchise or offer referral group memberships. More than 80 percent of the properties in the top 10 chains are either franchises or members of a referral group.

The large chains continue to seek expansion overseas. Best Western, the second largest U.S. chain, has 1,514 overseas members, just 268 fewer than it has in the U.S. In all, the top 10 chains have 2,092 foreign properties with 221,266 rooms.

There are some changes but few additions to this year's expanded list of the industry's largest management companies. Prime Management Co. takes the top spot this year with 136 properties and 20,440 rooms. A restructured AIRCOA, last year's largest management firm, slipped to fourth. Its sister company, MHM, Inc., is third.

Big jumps among management companies were taken by Continental Companies (up to fifth from eighth) and Larken, Inc. (up from seventh to second). Pittsburgh-based Interstate Hotels added 2,300 rooms to its management portfolio and moved from 12th to sixth on the list.

It takes nearly six months to compile the Top Performers study. The process begins in February, when questionnaires are sent to virtually every lodging property on the *Lodging Hospitality* circulation list. The survey form asks for data on the property's sales, occupancy, payroll and number of employees. It also asks for market and facility information.

Those operators who don't respond to the first mailing receive a follow-up questionnaire in May. Only those forms with complete sales and occupancy data are considered for the study. Properties are then ranked by total sales per guestroom in each of five market categories.

Separate questionnaires are mailed in early May to nearly 200 lodging companies. This data is used to compile the list of the largest brand-name chains and management companies.

Any individual property, chain or management company that wants to be part of next year's survey can write to 400 Editor, Lodging Hospitality, 1100 Superior Ave., Cleveland, OH 44114. ■

TOPS IN FOOD & BEVERAGE SALES

PROPERTY, LOCATION	FOOD & BEVERAGE SALES ($000)	F & B AS PERCENT OF TOTAL SALES
TROPP PLAZA HOTEL & CASINO Atlantic City, NJ	48,643	52.0
HARRAH'S MARINA HOTEL Atlantic City, NJ	45,482	57.3
[illegible] Nashville, TN	42,914	36.6
HILTON HAWAIIAN VILLAGE Honolulu, HI	37,559	24.1
[illegible] Reno, NV	37,233	54.9
WESTIN ST. FRANCIS San Francisco, CA	26,000	34.2
[illegible] [illegible], CA	25,000	41.6
THE PIERRE HOTEL New York, NY	23,070	52.6
[illegible] San Francisco, CA	23,000	40.0
PUNTA VISTA PALACE Lake Buena Vista, FL	19,535	36.0
[illegible] Austin, MN	19,000	41.3
GRAND HYATT WASHINGTON Washington, DC	18,748	35.7
[illegible] Colorado Springs, CO	18,500	39.3
BALLY'S TOWER HOTEL Las Vegas, NV	18,257	58.9
[illegible] Lancaster, PA	16,845	36.6

Casino hotels tend to rely on food and beverage revenues for half or more of their non-gaming revenues. Some of the reported F&B revenues for these properties are headline grabs to hotel editors. For most convention properties, F&B sales are generally almost as great as 40 percent of room sales.

THE 90 PERCENT CLUB

PROPERTY, LOCATION	OCCUPANCY (%)
[illegible] Honolulu, HI	99
PACIFIC ISLANDS CLUB Tamuning, GU	98
[illegible] Las Vegas, NV	95
GRAND HOTEL Mackinac Island, MI	95
[illegible] New York, NY	92
TROPP PLAZA HOTEL & CASINO Atlantic City, NJ	90
[illegible] Atlantic City, NJ	90
ALTA LODGE Alta, UT	90
[illegible] New York, NY	90
[illegible] San Francisco, CA	90

Two Hawaii-based resorts, Hale Koa in Hawaii and Pacific Islands Club in Guam, lead the list of highest occupancies among the Top Performer properties. Hale Koa, a resort for military personnel, is an all-suite beachfront property in Waikiki.

LEADERS IN LIMITED SERVICE LODGING

PROPERTY, LOCATION	TOTAL SALES ($000)	SALES PER ROOM ($)
MALIBU CONFERENCE CENTER Malibu, CA	4,000	80,000
[illegible] Lahaina, HI	10,000	48,780
INTERNATIONAL INN Lynnwood, WA	1,725	31,944
ECHO LODGE South Burlington, VT	5,530	31,253
OZARK FOLK CENTER STATE PARK Mountain View, AR	1,843	30,717
HOWARD BEST WESTERN HOTEL North Hollywood, CA	1,604	27,655
RESIDENCE INN Princeton, NJ	3,515	27,461
RESIDENCE INN Shelton, CT	2,600	27,083
FRESH POND'S VILLAGE Dayton, NJ	1,300	27,083
HOWARD JOHNSON LODGE Miami, FL	1,225	24,500

Since limited service properties generally don't have foodservice, meeting rooms or other public spaces, they generally don't rate as high as fullservice properties in the list of 400 Top Performers. These top 10 limited service hotels generate sufficient revenues to compete with larger, full-facility properties.

MEASURING EXCELLENCE IN REVPAR

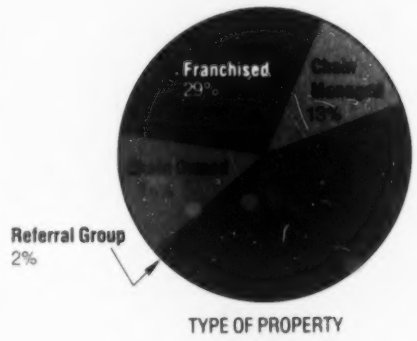
PROPERTY, LOCATION	TOTAL SALES ($000)	REVPAR ($)
MORGANS HOTEL New York, NY	17,100	332.68
THE LOWELL HOTEL New York, NY	7,900	278.99
ROYALTON HOTEL New York, NY	24,800	272.24
[illegible] Honolulu, HI	68,710	223.80
THE PIERRE HOTEL New York, NY	43,616	221.20
[illegible] Big Sur, CA	7,309	204.92
BOSTON HARBOR HOTEL Boston, MA	26,000	190.59
[illegible] Honolulu, HI	12,000	175.24
[illegible] New York, NY	50,000	172.81
[illegible] Kailua-Kona, HI	18,525	171.39
LONGBOAT KEY CLUB Longboat Key, FL	17,600	159.66
RITZ-CARLTON HOTEL Boston, MA	33,600	152.75
ALEXANDER HOTEL Miami Beach, FL	16,000	150.66
COLONY SURF HOTEL Honolulu, HI	13,000	149.12

Once again, high-rate properties in New York City and Hawaii dominate the list of the Up REVPARs among the 400 Top Performers. RevPAR, or revenues per available room, is a function of occupancy and rate. It measures the amount of daily sales a hotel generates for each of its guestrooms or suites and is calculated by multiplying a property's occupancy by its average daily rate.

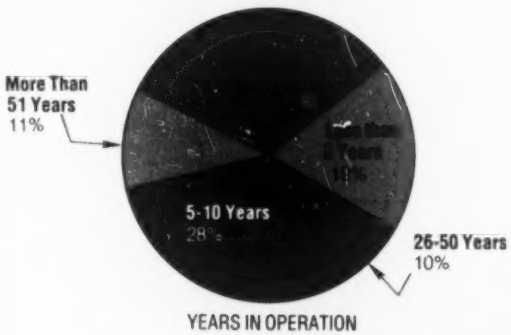
CANADA'S TOP 25 PERFORMERS

PROPERTY/LOCATION	SALES PER ROOM ($)	GUEST ROOMS AND SUITES	TOTAL SALES ($000)	OCCUPANCY
HOTEL VANCOUVER Vancouver, BC	59,055	508	30,000	85
RODEWAY INN INGRAHAM Victoria, BC	49,360	50	2,469	60
DELTA MONTREAL Montreal, PQ	45,000	453	20,385	82
COAST INN OF THE NORTH Prince George, BC	41,339	153	6,334	73
THE PRINCE EDWARD Charlottetown, PEI	38,835	206	8,000	63
SKYLINE PLAZA HOTEL Calgary, AB	36,269	386	14,000	70
RADISSON LONDON CENTRE London, ON	35,801	322	11,528	55
RAMADA HOTEL AIRPORT WEST Mississauga, ON	32,837	300	9,851	66
PARKTOWN HOTEL Saskatoon, SK	32,250	108	3,483	68
HOLIDAY INN HALIFAX Dartmouth, NS	31,542	203	6,200	71
ROEHAMPTON HOTEL Toronto, ON	29,972	109	3,267	71
HOLIDAY INN Kitchener, ON	29,724	181	5,380	63
SANDS MOTOR INN Saskatoon, SK	28,378	148	4,200	60
MARLBOROUGH INN Calgary, AB	26,580	250	6,645	75

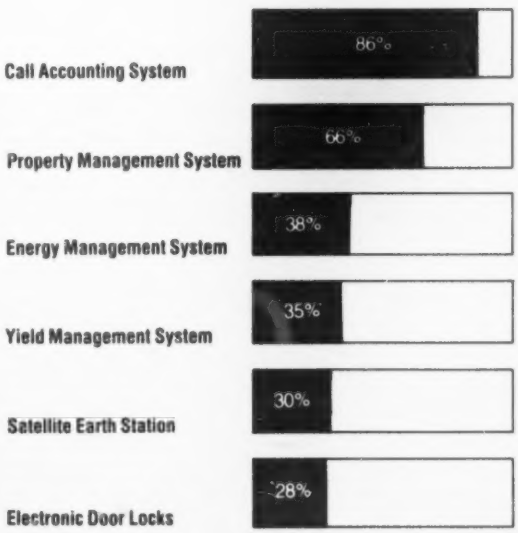
TOP PERFORMER PROFILE



TYPE OF PROPERTY



YEARS IN OPERATION



TOP PERFORMERS AND TECHNOLOGY

LODGING 400

CENTER CITY

Upscale hotels in Manhattan and Boston once again dominate the list of top-performing center city properties.

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
1	212,699	**THE PIERRE HOTEL,** New York, NY	206	43,816	74
2	156,982	**ROYALTON HOTEL,** New York, NY	156	24,600	90
3	152,679	**MORGANS HOTEL,** New York, NY	112	17,100	92
4	129,393	**THE LOWELL HOTEL,** New York, NY	61	7,893	79
5	126,087	**BOSTON HARBOUR HOTEL,** Boston, MA	230	29,000	72
6	120,504	**RITZ-CARLTON HOTEL,** Boston, MA	278	33,500	76
7	92,478	**THE MARK,** New York, NY	182	16,831	70
8	83,916	**THE MAY-ADAMS HOTEL,** Washington, DC	143	12,000	70
9	83,333	**FAIRMONT HOTEL,** San Francisco, CA	600	50,000	68
10	82,533	**THE WILLARD INTER-CONTINENTAL,** Washington, DC	362	29,877	69
11	81,671	**RITZ-CARLTON HOTEL,** Chicago, IL	431	35,200	70
12	76,923	**WELLESLEY PARK LANE HOTEL,** New York, NY	650	50,000	69
13	74,576	**HOTEL DU PONT,** Wilmington, DE	295	22,000	65
14	72,848	**SHERATON PARK AVENUE,** New York, NY	151	11,000	77
15	69,380	**THE WATERGATE HOTEL,** New York, NY	237	16,443	70
16	69,200	**ST. JAMES HOTEL,** Red Wing, MN	60	4,152	68
17	67,139	**GENETTI BEST WESTERN HOTEL,** Wilkes Barre, PA	72	4,834	71
18	66,264	**LE MERIDIEN,** Boston, MA	329	21,802	66
19	65,217	**RITZ-CARLTON HOTEL,** Washington, DC	230	15,000	60
20	63,668	**UNITED NATIONS PLAZA HOTEL,** New York, NY	428	27,250	70
21	63,439	**CONDADO PLAZA HOTEL & CASINO,** Santurce, PR	565	35,843	85
22	63,226	**WESTIN ST. FRANCIS,** San Francisco, CA	1,202	76,000	74
23	62,432	**HOTEL INTER-CONTINENTAL,** New York, NY	692	43,203	65
24	61,200	**SHERATON GRANDE HOTEL,** Los Angeles, CA	500	30,600	73

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
25	60,606	ALGONQUIN HOTEL, New York, NY	165	10,000	77
26	59,211	SORRENTO HOTEL, Seattle, WA	76	4,500	70
27	59,140	HOTEL BOULDERADO, Boulder, CO	107	6,328	86
28	56,867	RENAISSANCE HOTEL, North Hollywood, CA	218	12,397	68
29	55,276	DORAL COURT New York, NY	199	11,000	80
30	54,321	GRAND HYATT WASHINGTON, Washington, DC	891	48,400	71
31	54,000	CAPITAL HILTON, Washington, DC	550	29,700	73
32	53,117	BROWN PALACE HOTEL, Denver, CO	230	12,217	60
33	52,979	THE WHITNEY HOTEL, Minneapolis, MN	94	4,980	60
34	51,295	HOTEL KITANO, New York, NY	112	5,745	83
35	50,347	HOWARD JOHNSON PLAZA HOTEL, San Juan, PR	150	7,552	87
36	50,173	CLARION MAXWELL HOUSE, Nashville, TN	289	14,500	65
37	49,908	FAIRMONT HOTEL, San Jose, CA	541	27,000	60
38	48,305	GALLERIA PLAZA HOTEL, San Francisco, CA	177	8,550	90
39	46,925	THE NEW OTANI HOTEL & GARDEN, Los Angeles, CA	440	20,647	75
40	46,023	SHERATON COMMANDER HOTEL, Cambridge, MA	176	8,100	80
41	44,348	PROVIDENCE MARRIOTT HOTEL, Providence, RI	345	15,300	80
42	44,058	THE LAFAYETTE HOTEL, Boston, MA	498	21,941	63
43	43,750	SIENA HOTEL, Chapel Hill, NC	80	3,500	80
44	43,119	THE HOTEL BELVEDERE, Baltimore, MD	109	4,700	62
45	42,964	THE LENOX HOTEL, Boston, MA	220	9,452	74
46	42,872	THE LANCASTER HOTEL, Houston, TX	94	4,030	56
47	42,453	RIVER PLACE INN, Detroit, MI	106	4,500	56
48	42,345	THE PFISTER HOTEL, Milwaukee, WI	307	13,000	70
49	42,214	ESSEX HOUSE, New York, NY	700	29,550	78
50	42,072	ROYAL SONESTA HOTEL, New Orleans, LA	500	21,036	70
51	41,818	WESTIN PEACHTREE PLAZA, Atlanta, GA	1,100	46,000	86
52	41,667	COLONNADE HOTEL, Boston, MA	288	12,000	62
53	41,522	OMNI BILTMORE HOTEL, Providence, RI	289	12,000	85
54	41,237	HYATT REGENCY LOS ANGELES, Los Angeles, CA	485	20,000	73
55	41,228	PROSPECTOR HOTEL, Juneau, AK	57	2,350	57
56	40,816	PAPER VALLEY HOTEL & CONFERENCE CENTER, Appleton, WI	294	12,000	70
57	40,650	THE CAPITAL HOTEL, Little Rock, AR	123	5,000	76
58	39,731	BACK BAY HILTON, Boston, MA	335	13,310	66
59	39,533	BEST WESTERN INN AT LOGETTO, Santa Fe, NM	137	5,418	69
60	39,286	DORAL PARK AVENUE HOTEL, New York, NY	196	7,700	73
61	39,050	HILTON PALACIO DEL RIO, San Antonio, TX	484	18,900	68
62	38,897	HERSHEY PHILADELPHIA HOTEL, Philadelphia, PA	428	16,648	72

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
63	38,342	**THE MANCHESTER INN,** Middletown, OH	79	3,029	59
64	38,291	**SHERATON AT FISHERMAN'S WHARF,** San Francisco, CA	525	20,103	77
65	38,022	**OMNI HOTEL AT CNN CENTER,** Atlanta, GA	465	17,680	64
66	37,797	**OMNI PARK CENTRAL HOTEL,** New York, NY	1,269	48,895	86
67	37,716	**MARRIOTT CITY CENTER,** Minneapolis, MN	584	22,026	68
68	37,234	**MAYFLOWER HOTEL,** New York, NY	376	14,000	75
69	37,234	**RAMADA HOTEL EL CONVENTO,** Old San Juan, PR	94	3,100	64
70	37,123	**THE ADOLPHUS HOTEL,** Dallas, TX	431	16,000	54
71	36,677	**THE ASTOR HOTEL,** Milwaukee, WI	96	3,521	55
72	36,606	**HALLORAN HOUSE,** New York, NY	640	23,428	79
73	36,519	**EMBASSY SUITES HOTEL,** Washington, DC	318	11,613	77
74	36,367	**GARFIELD HOUSE SUITE HOTEL,** Cincinnati, OH	110	4,000	85
75	36,305	**EUREKA INN,** Eureka, CA	105	3,812	65
76	36,199	**WYNDHAM MILWAUKEE CENTER,** Milwaukee, WI	221	8,000	66
77	36,150	**RADISSON HOTEL CENTERPLACE,** Rochester, MN	213	7,700	78
78	35,565	**WYNDHAM BRISTOL,** Washington, DC	239	8,500	67
79	34,962	**PARC FIFTY FIVE HOTEL,** San Francisco, CA	1,004	35,102	75
80	34,884	**HOTEL WASHINGTON,** Washington, DC	344	12,000	60
81	34,792	**SHERATON STAMFORD HOTEL,** Stamford, CT	480	16,700	67
82	34,562,	**RADISSON HOTEL,** Wilmington, DE	217	7,500	62
83	34,473,	**RAMADA RENAISSANCE DOWNTOWN,** Washington, DC	351	12,100	68
84	34,335	**RAMADA INN DOWNTOWN,** Indianapolis, IN	233	8,000	69
85	34,327	**HOTEL SAINT MORITZ,** New York, NY	771	26,468	61
86	33,600	**HOLIDAY INN,** Duluth, MN	240	8,064	75
87	33,463	**MIDLAND HOTEL,** Chicago, IL	257	8,600	67
88	33,333	**WYNDHAM HARBOR ISLAND HOTEL,** Tampa, FL	300	10,000	63
89	32,800	**HOLIDAY INN-CENTER OF NEW HAMPSHIRE,** Manchester, NH	250	8,200	63
90	32,609	**BELLEVUE HOTEL,** Washington, DC	138	4,500	60
91	32,468	**LE PARC HOTEL,** West Hollywood, CA	154	5,000	63
92	32,193	**HOTEL INTER-CONTINENTAL,** New Orleans, LA	497	16,000	60
93	31,818	**LOEWS ANNAPOLIS HOTEL,** Annapolis, MD	220	7,000	67
94	31,581	**LODGE ALLEY INN,** Charleston, SC	93	2,937	74
95	31,558	**WORTHINGTON HOTEL,** Fort Worth, TX	507	16,000	59
96	31,325	**EXECUTIVE HOUSE,** Chicago, IL	415	13,000	65
97	31,414	**SHERATON UNIVERSITY INN & CONFERENCE CENTER,** Syracuse, NY	232	7,288	66
98	30,469	**RADISSON HOTEL,** Burlington, VT	256	7,800	72
99	30,435	**WARWICK HOTEL,** Seattle, WA	230	7,000	76
100	30,108	**RADISSON HOTEL,** New London, CT	120	3,613	70

LODGING 400

RESORT

Casino hotels on both sides of the country lead the list of the industry's most successful resort properties.

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
1	168,020	TRUMP PLAZA HOTEL & CASINO, Atlantic City, NJ	516	93,419	90
2	157,783	BARRY'S TOWN HOTEL & GAMBLING HALL, Las Vegas, NV	203	32,030	86
3	147,750	THE BOULDERS RESORT & CLUB, Carefree, AZ	120	17,730	78
4	130,137	THE VILLAS OF GRAND CYPRESS, Orlando, FL	146	19,000	66
5	128,713	COLONY SURF HOTEL, Honolulu, HI	101	13,000	80
6	127,100	HARRAH'S LAKE TAHOE CASINO HOTEL, Stateline, NV	535	68,000	89
7	124,364	HALEKULANI HOTEL, Honolulu, HI	456	56,710	84
8	123,729	VENTANA INN, Big Sur, CA	89	7,300	84
9	111,480	KONA VILLAGE RESORT, Kailua-Kona, HI	125	13,935	63
10	105,166	PONTE VEDRA INN & CLUB, Ponte Vedra Beach, FL	202	21,250	75
11	104,336	HARRAH'S MARINA HOTEL & CASINO, Atlantic City, NJ	760	79,297	90
12	100,000	JOHN GARDINER'S TENNIS RANCH RESORT, Rancho Santa Fe, CA	43	4,300	83
13	96,000	HAWAII PACIFIC HOTEL, Honolulu, HI	125	12,000	86
14	95,256	EAGLE LODGE CONFERENCE RESORT, Lafayette Hill, PA	118	11,000	88
15	95,161	LA VALENCIA HOTEL, La Jolla, CA	105	9,994	89
16	93,878	PACIFIC RESORT CLUB, Tamuning, GU	245	23,000	86
17	93,818	LAWRENCE WELK RESORT, Escondido, CA	132	12,284	70
18	90,909	THE BREAKERS, Palm Beach, FL	538	48,000	70
19	87,464	HOTEL DEL CORONADO, Coronado, CA	686	60,000	79
20	83,000	BROADMOOR HOTEL, Colorado Springs, CO	560	47,000	69
21	80,764	SOUTH SEAS PLANTATION, Captiva Island, FL	500	40,382	79
22	80,198	INDUSTRY HILLS & CONVENTION RESORT, City of Industry, CA	256	33,730	66
23	80,000	THE ALEXANDER HOTEL, Miami Beach, FL	200	16,000	80
24	79,188	LONGBOAT KEY CLUB, Longboat Key, FL	221	17,500	78

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
25	78,370	**KAPALUA BAY HOTEL,** Lahaina, HI	319	25,000	70
26	77,823	**THE NEW OTANI KAIMANA BEACH HOTEL,** Honolulu, HI	124	9,650	86
27	76,087	**THE OAKS AT OJAI,** Ojai, CA	46	3,500	67
28	75,758	**SHERATON PGA RESORT,** Palm Beach Gardens, FL	330	25,000	70
29	75,344	**TRAPP FAMILY LODGE,** Stowe, VT	93	7,007	69
30	73,486	**PEEK 'N PEAK RESORT & CONFERENCE CENTER,** Clymer, NY	109	8,010	60
31	71,956	**THE AMERICAN CLUB,** Kohler, WI	160	11,513	75
32	69,397	**COLONY BEACH & TENNIS RESORT,** Longboat Key, FL	232	16,100	64
33	69,216	**SONESTA BEACH HOTEL,** Key Biscayne, FL	292	20,211	74
34	68,337	**LOS ABRIGADOS,** Sedona, AZ	175	11,959	65
35	65,714	**OMNI SAGMORE RESORT,** Bolton Landing, NY	350	23,000	58
36	65,000	**CRANWELL RESORT & HOTEL,** Lenox, MA	65	3,900	57
37	64,573	**BUENA VISTA PALACE,** Lake Buena Vista, FL	840	54,241	86
38	64,220	**STEIN ERIKSEN LODGE,** Park City, UT	109	7,000	55
39	63,091	**GRAND HOTEL,** Mackinac, MI	317	20,000	95
40	63,088	**CAESARS POCONO RESORTS,** Lakeville, PA	729	45,991	60
41	62,963	**BILTMORE HOTEL,** Coral Gables, FL	270	17,000	70
42	62,500	**MAUI MARRIOTT RESORT,** Lahaina, HI	720	45,000	80
43	61,680	**HILTON HAWAIIAN VILLAGE,** Honolulu, HI	2,523	155,618	85
44	61,588	**OPRYLAND HOTEL,** Nashville, TN	1,891	116,463	84
45	61,060	**HOTEL HERSHEY,** Hershey, PA	250	15,265	71
46	60,585	**HAWKS CAY RESORT & MARINA,** Duck Key, FL	176	10,663	63
47	60,403	**WESTCOURT IN THE BUTTES,** Tempe, AZ	298	18,000	78
48	56,554	**VIRGIN GRAND HOTEL,** St. Thomas, VI	271	15,868	47
49	58,140	**THE PALMS AT PALM SPRINGS,** Palm Springs, CA	43	2,500	45
50	57,927	**SAMOSET RESORT INN,** Rockland, ME	150	8,689	72
51	57,585	**BARBARY COAST HOTEL,** Las Vegas, NV	200	11,517	92
52	56,888	**CHATHAM BARS INN,** Chatham, MA	152	8,647	51
53	56,818	**SHERATON TUCSON EL CONQUISTADOR,** Tucson, AZ	440	25,000	80
54	55,654	**VILLA ROMA COUNTRY CLUB RESORT,** Callicoon, NY	214	11,910	88
55	55,263	**OCEAN EDGE RESORT & CONFERENCE CENTER,** Brewster, MA	190	10,500	56
56	54,839	**SUNRIVER LODGE & RESORT,** Sunriver, OR	310	17,000	52
57	54,054	**INNISBROOK RESORT,** Tarpon Springs, FL	925	50,000	49
58	53,789	**MARINA DEL MAR RESORT & MARINA,** Key Largo, FL	76	4,089	68
59	53,722	**LA JOLLA BEACH & TENNIS CLUB,** La Jolla, CA	90	4,835	70
60	53,306	**SHAWNEE INN,** Shawnee on Delaware, PA	103	5,500	72
61	53,333	**SUMMER HOUSE INN,** La Jolla, CA	90	4,800	72
62	52,950	**FORREST HILLS MOUNTAIN HIDEAWAY,** Dahlonega, GA	20	1,059	60

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
63	52,857	**MANA KAI MAUI RESORT,** Kihei, Maui, HI	140	7,400	89
64	52,656	**MARTHA WASHINGTON INN,** Abingdon, VA	61	3,212	70
65	52,632	**WINTERGREEN RESORT,** Wintergreen, VA	323	17,000	37
66	52,000	**OCEAN KEY HOUSE SUITE RESORT,** Key West, FL	100	5,200	75
67	51,980	**SHERATON SCOTTSDALE PLAZA RESORT,** Scottsdale, AZ	404	21,000	65
68	51,580	**SEA VENTURE HOTEL,** Pismo Beach, CA	50	2,579	71
69	51,440	**TURTLE BAY HILTON & COUNTRY CLUB,** Kahuku, HI	486	25,000	75
70	51,370	**HOLIDAY INN,** Longboat Key, FL	146	7,500	80
71	51,111	**KIAWAH ISLAND INN & VILLAS,** Charleston, SC	450	23,000	60
72	51,002	**SAN DIEGO PRINCESS RESORT,** San Diego, CA	449	22,900	76
73	50,986	**ST. MARY LODGE & RESORT,** St. Mary, MT	70	3,569	65
74	50,000	**MALIBU CONFERENCE CENTER,** Malibu, CA	80	4,000	78
75	49,904	**CLIFFS AT SHELL BEACH,** Shell Beach, CA	166	8,284	79
76	49,194	**EDGEWATER BEACH HOTEL,** Naples, FL	124	6,100	72
77	49,109	**SEA LODGE,** La Jolla, CA	128	6,286	75
78	49,020	**LIGHTHOUSE INN,** New London, CT	51	2,500	45
79	48,938	**JUPITER BEACH HILTON,** Jupiter, FL	193	9,445	79
80	48,780	**KAANAPALI ALII,** Lahaina, HI	205	10,000	70
81	48,234	**THE LODGE AT CLOUDCROFT,** Cloudcroft, NM	47	2,267	55
82	48,148	**NAPILI KAI BEACH CLUB,** Lahaina, HI	162	7,800	70
83	48,000	**SANDESTIN,** Destin, FL	500	24,000	62
84	47,640	**HALE KOA HOTEL,** Honolulu, HI	420	20,009	99
85	47,619	**COLONY'S SANDS OF KAHANA BEACH,** Lahaina, HI	126	6,000	68
86	47,226	**OAK BROOK HILLS HOTEL & RESORT,** Oak Brook, IL	393	18,560	58
87	46,690	**ST. CLAIR INN,** St. Clair, MI	97	4,529	62
88	46,296	**BEST WESTERN RUBY'S INN,** Bryce, UT	216	10,000	70
89	46,154	**LAGOON RESORT MOTEL,** Clearwater Beach, FL	65	3,000	80
90	45,597	**REGISTRY RESORT,** Scottsdale, AZ	318	14,500	64
91	45,462	**RED LION LA POSADA RESORT,** Scottsdale, AZ	264	12,002	75
92	45,139	**AVALON INN & RESORT,** Warren, OH	144	6,500	74
93	44,855	**GROVE PARK INN & COUNTRY CLUB,** Asheville, NC	510	22,876	57
94	44,643	**ALTA LODGE,** Alta, UT	56	2,500	90
95	44,117	**DORAL OCEAN BEACH RESORT,** Miami Beach, FL	420	18,529	74
96	43,796	**LODGE OF FOUR SEASONS,** Lake Ozark, MO	411	18,000	89
97	43,662	**OJIBWAY HOTEL,** Sault Ste. Marie, MI	71	3,100	72
98	43,257	**SUNDIAL BEACH & TENNIS RESORT,** Sanibel Island, FL	226	9,776	63
99	43,210	**MARINERS INN,** Hilton Head Island, SC	324	14,000	68

LODGING 400

SUBURBAN

Specialized executive conference centers lead the list of top-performing suburban properties.

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
1	82,337	SHERATON VALLEY FORGE HOTEL, King of Prussia, PA	329	27,089	71
2	62,556	SCANTICON PRINCETON HOTEL & CONFERENCE CENTER, Princeton, NJ	291	18,213	60
3	62,000	TARRYTOWN HOUSE EXECUTIVE CONFERENCE CENTER, Tarrytown, NY	150	9,300	67
4	60,000	HILTON AT SHORT HILLS, Short Hills, NJ	300	18,000	65
5	56,277	NORTHLAND INN & CONFERENCE CENTER, Minneapolis, MN	231	13,000	65
6	54,811	PEABODY ORLANDO, Orlando, FL	891	48,837	81
7	52,669	HARRISON CONFERENCE CENTER, Lake Bluff, IL	84	4,441	41
8	52,308	SHERATON SMITHTOWN, Smithtown, NY	211	11,038	69
9	50,000	JOSEPH ANSLER INN, North Wales, PA	28	1,400	66
10	49,904	STOUFFER WAVERLY HOTEL, Atlanta, GA	521	26,000	66
11	49,383	SCANTICON CONFERENCE CENTER & HOTEL, Plymouth, MI	243	12,000	59
12	48,738	THE LODGE AT WOODCLIFF, Rochester, NY	119	5,800	75
13	48,420	LOEWS GLENPOINTE HOTEL, Teaneck, NJ	345	16,705	65
14	48,391	SHERATON MEADOWLANDS HOTEL, East Rutherford, NJ	430	20,808	70
15	47,632	ISLAND INN, Westbury, NY	204	9,717	59
16	46,662	SHARPS MILL HOTEL, Philadelphia, PA	518	24,000	72
17	46,500	CAPE CORAL GOLF & TENNIS RESORT, Cape Coral, FL	100	4,650	65
18	44,535	NORTHAMPTON HILTON INN, Northampton, MA	123	5,484	70
19	44,174	THE INN AT NICHOLS VILLAGE, Clarks Summit, PA	115	5,080	70
20	43,884	RED LION HOTEL, Bellevue, WA	353	15,494	77
21	42,822	FOUR SEASONS INN ON THE PARK, Houston, TX	381	16,315	66
22	41,860	HOUSTONIAN HOTEL & CONFERENCE CENTER, Houston, TX	297	12,440	65
23	41,791	GREAT VALLEY HILTON & CONFERENCE CENTER, Malvern, PA	201	8,400	70
24	41,558	OMNI SHOREHAM HOTEL, Washington, DC	770	32,000	79

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
25	40,500	**WOODBRIDGE HILTON HOTEL,** Iselin, NJ	200	8,100	71
26	40,146	**EMBASSY SUITES,** Charlotte, NC	274	11,000	70
27	40,100	**FREEPORT INN,** Freeport, ME	110	4,411	59
28	40,000	**HOTEL THAYER,** West Point, NY	200	8,000	65
29	39,696	**HOLIDAY INN,** Matteson, IL	204	8,098	79
30	39,406	**JUMER'S CASTLE LODGE,** Peoria, IL	175	6,896	82
31	37,500	**NITTANY LION INN,** State College, PA	160	6,000	71
32	36,634	**SHERATON MANSFIELD,** Mansfield, MA	202	7,400	83
33	36,238	**MARRIOTT THRUWAY,** Rochester, NY	307	11,125	72
34	36,303	**BEST WESTERN GENETTI MOTOR INN,** Hazleton, PA	89	3,231	71
35	35,768	**MCLEAN HILTON,** McLean, VA	457	16,346	65
36	35,256	**HOLIDAY INN CROWNE PLAZA,** Lisle, IL	242	8,532	65
37	35,148	**BEL-AIRE HOTEL,** Erie, PA	135	4,745	75
38	35,068	**SHERATON AT REDONDO BEACH,** Redondo Beach, CA	339	11,888	76
39	34,884	**DRAKE OAKBROOK HOTEL,** Oak Brook, IL	172	6,000	59
40	34,065	**RADISSON PLAZA HOTEL,** Southfield, MI	385	13,115	80
41	33,875	**THE GRAND KEMPINSKI DALLAS,** Dallas, TX	529	17,920	67
42	33,654	**GUEST QUARTERS SUITE HOTEL,** Charlotte, NC	208	7,000	70
43	33,333	**FRENCH QUARTER SUITES HOTEL,** Atlanta, GA	150	5,000	73
44	32,891	**RAMADA RENAISSANCE HOTEL,** Herndon, VA	301	9,900	60
45	32,864	**SHERATON POSTE INN,** Cherry Hill, NJ	213	7,000	70
46	32,500	**HOLIDAY INN,** Torrance, CA	400	13,000	80
47	32,407	**HILTON VALLEY HOTEL,** Sherman Oaks, CA	216	7,000	69
48	32,157	**RAMADA HOTEL,** East Hanover, NJ	255	8,200	85
49	32,070	**SHERATON TARA HOTEL,** Nashua, NH	343	11,000	60
50	32,000	**TRAVELODGE CONNECTICUT YANKEE,** Mantic, CT	50	1,600	72
51	31,944	**INTERNATIONAL INN,** Lynnwood, WA	54	1,725	63
52	31,897	**CAMPUS CENTER HOTEL,** Amherst, MA	116	3,700	65
53	31,514	**ATLANTA MARRIOTT NORTHWEST,** Atlanta, GA	403	12,700	72
54	31,304	**RADISSON HOTEL SOUTH & PLAZA TOWER,** Bloomington, MN	575	18,000	65
55	31,163	**RAMADA INN,** Monterey, CA	80	2,493	80
56	31,053	**JUMER'S CASTLE LODGE,** Urbana, IL	131	4,068	74
57	31,016	**SHERATON LEOMINSTER HOTEL & CONFERENCE CENTER,** Leominster, MA	187	5,800	64
58	30,749	**ADAM'S MARK HOTEL,** Kansas City, MO	374	11,500	60
59	30,685	**HOLIDAY INN SOUTHWEST & VIKING CONFERENCE CENTER,** St. Louis, MO	143	4,388	73
60	30,579	**BEST WESTERN GOLDEN LION INN,** Anchorage, AK	83	2,538	83
61	30,435	**BEST WESTERN PLAZA MOTOR INN,** Burlington, IA	115	3,500	77
62	30,193	**HOLIDAY INN,** Sikeston, MO	207	6,250	68

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
63	30,131	**TREADWAY HARTFORD HOTEL,** Cromwell, CT	214	6,448	59
64	29,727	**TULALIP INN,** Marysville, WA	66	1,962	71
65	29,618	**NORTH SHORE HILTON,** Skokie, IL	364	10,781	72
66	29,557	**HYATT REGENCY SUITES,** Marietta, GA	203	6,000	70
67	29,532	**HUNTINGTON HOTEL & COTTAGES,** Pasadena, CA	109	3,219	73
68	29,459	**HOLIDAY INN NORTHLAKE,** Tucker, GA	185	5,450	62
69	29,240	**LOEWS VANDERBILT PLAZA,** Nashville, TN	342	10,000	66
70	28,741	**HOLIDAY INN,** Willowbrook, IL	220	6,323	80
71	28,698	**HOLIDAY INN EXECUTIVE CONFERENCE CENTER,** Bridgeport, NJ	149	4,276	70
72	28,619	**CLARION HARVEST HOUSE,** Boulder, CO	270	7,727	64
73	28,535	**SUNNYVALE HILTON INN,** Sunnyvale, CA	372	10,615	67
74	28,409	**BEST WESTERN GREENWOOD HOTEL,** Bellevue, WA	176	5,000	78
75	28,381	**MADISSON HOTEL VALLEY FORGE,** King of Prussia, PA	160	4,541	64
76	28,182	**SHERATON PARK CENTRAL HOTEL & TOWERS,** Dallas, TX	550	15,500	64
77	28,125	**HOLIDAY INN,** Evanston, IL	160	4,500	70
78	27,957	**HILTON INN WEST,** Akron, OH	186	5,200	69
79	27,723	**HOLIDAY INN I-675,** Fairborn, OH	202	5,600	72
80	27,692	**ALTAMONTE SPRINGS HILTON & TOWERS,** Altamonte Springs, FL	325	9,000	72
81	27,655	**MIKADO BEST WESTERN HOTEL,** North Hollywood, CA	58	1,604	67
82	27,590	**HOLIDAY INN-WEST,** Little Rock, AR	205	5,656	80
83	27,485	**RAMADA RENAISSANCE HOTEL,** Richardson, TX	342	9,400	70
84	27,473	**BELLEVUE HOLIDAY INN,** Bellevue, WA	182	5,000	80
85	27,461	**RESIDENCE INN,** Princeton, NJ	128	3,515	89
86	27,350	**HOLIDAY INN NORTH,** Indianapolis, IN	351	9,600	73
87	27,083	**RESIDENCE INN,** Shelton, CT	96	2,600	80
88	27,083	**FRESH PONDS VILLAGE,** Dayton, NJ	48	1,300	80
89	27,037	**HOLIDAY INN EAST,** Memphis, TN	242	6,543	75
90	26,961	**HILTON INN,** Columbia, MD	152	4,098	62
91	26,620	**BRISTOL SUITES,** Dallas, TX	313	8,332	66
92	26,441	**HILTON AT PEACHTREE CORNERS,** Norcross, GA	272	7,192	55
93	26,178	**HOLIDAY INN,** Alsip, IL	191	5,000	78
94	26,136	**HOLIDAY INN NORTH,** Minneapolis, MN	176	4,600	68
95	25,964	**BEST WESTERN FEDERAL WAY EXECUTEL,** Federal Way, WA	112	2,908	85
96	25,925	**HILTON AT THE CLUB,** Pleasanton, CA	292	7,570	60
97	25,690	**SHERATON ANAHEIM HOTEL,** Anaheim, CA	493	12,665	79
98	25,606	**HARVEY HOTEL-ADDISON,** Dallas, TX	429	10,985	66
99	25,514	**NORTHWEST INN,** Brooklyn Park, MN	214	5,460	61
100	25,490	**PARKE UNIVERSITY HOTEL,** Columbus, OH	204	5,200	67

HIGHWAY

New Hampshire's Hanover Inn tops the best of the highway.

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
1	57,119	**HANOVER INN AT DARTMOUTH COLLEGE,** Hanover, NH	92	5,255	73
2	47,451	**SHERATON AT WOODBRIDGE PLACE,** Iselin, NJ	255	12,100	85
3	44,957	**HOLIDAY STAR PLAZA,** Merrillville, IN	347	15,600	63
4	42,667	**HOLIDAY INN-CENTER POINT,** Jamestown, NJ	150	6,400	66
5	40,653	**QUALITY INN EAST,** Baltimore, MD	173	7,033	61
6	39,958	**CHISOS MOUNTAINS LODGE,** Big Bend National Park, TX	72	2,877	80
7	39,607	**BEST WESTERN GRAND CANYON SQUIRE INN,** Grand Canyon, AZ	150	5,941	78
8	38,923	**BEST WESTERN INN AT HUNT'S LANDING,** Matamoras, PA	108	4,208	71
9	38,462	**RAMADA PLAZA HOTEL,** New Rochelle, NY	130	5,000	70
10	37,405	**RED LION HOTEL,** Bakersfield, CA	262	9,800	73
11	36,917	**HOLIDAY INN HOTEL & CONFERENCE CENTER,** Bethlehem, PA	192	7,088	77
12	36,306	**COMSTOCK HOUSE HOTEL & CASINO,** Carson City, NV	196	7,116	72
13	35,714	**BEST WESTERN EXECUTIVE INN,** Tacoma, WA	140	5,000	74
14	34,518	**RAMADA HOTEL,** Annapolis, MD	197	6,800	75
15	33,650	**JUMER'S CHATEAU,** Bloomington, IL	180	6,057	64
16	33,333	**HOWARD JOHNSON PLAZA-HOTEL,** Lafayette, IN	126	4,200	78
17	33,333	**TREADWAY HOTEL,** Paramus, NJ	120	4,000	70
18	33,333	**LOS ROBLES LODGE,** Santa Rosa, CA	105	3,500	75
19	33,096	**HOWARD JOHNSON HOTEL,** Chelmsford, MA	115	3,806	62
20	33,000	**HOWARD JOHNSON INN,** Iron City, MI	96	3,174	61
21	32,639	**CLARION HOTEL,** Saddle Brook, NJ	144	4,700	70
22	32,500	**HOWARD JOHNSON HOTEL,** Ann Arbor, MI	200	6,500	65
23	32,456	**HOLIDAY INN,** Danbury, CT	114	3,700	78
24	32,150	**WYNDLEY HOTEL,** Birmingham, AL	329	10,580	80

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
25	31,243	**ECONO LODGE,** South Burlington, VT	177	5,530	81
26	31,111	**GENERAL KEARNY INN,** Kearny, AZ	45	1,400	60
27	30,717	**OZARK FOLK CENTER STATE PARK,** Mountain View, AR	60	1,843	53
28	29,900	**HOLIDAY INN,** Bluefield, WV	120	3,588	78
29	29,870	**GUTHRIE INN & CONFERENCE CENTER,** Sayre, PA	100	2,987	68
30	29,645	**KELLER RAMADA INN & CONVENTION CENTER,** Effingham, IL	169	5,010	71
31	29,037	**ADAM'S MARK HOTEL,** Kansas City, MO	374	10,860	62
32	29,025	**STOCKTON HILTON,** Stockton, CA	198	5,747	76
33	28,405	**SHERATON BERKSHIRE HOTEL,** Reading, PA	257	7,300	62
34	27,885	**BEL-AIR INN & CONFERENCE CENTER,** Flemington, NJ	104	2,900	80
35	27,649	**HOLIDAY INN,** Benton Harbor, MI	151	4,175	72
36	27,644	**HOLIDAY INN GATEWAY CENTER,** Ames, IA	149	4,119	78
37	27,607	**RED LION INN,** Kelso, WA	163	4,500	61
38	27,562	**JUMER'S CASTLE LODGE,** Bettendorf, IA	210	5,798	70
39	27,333	**CHUMAREE HOTEL & CONVENTION CENTER,** Salem, OR	150	4,100	62
40	26,389	**BEST WESTERN FABULOUS WESTWARD HO MOTEL,** Grand Forks, ND	108	2,850	72
41	26,300	**QUALITY INN RIVERSIDE,** Fulton, NY	70	1,841	80
42	26,020	**RAMADA INN & CONFERENCE CENTER,** Grand Forks, ND	100	2,602	80
43	25,488	**HOLIDAY INN I-10,** Mobile, AL	160	4,078	77
44	25,371	**SHERATON INN,** Harrisonburg, VA	140	3,552	61
45	25,000	**COUNTRY INN HOTEL & CONFERENCE CENTER,** Pewaukee, WI	200	5,000	54
46	25,000	**HOLIDAY INN,** Wapakoneta, OH	100	2,500	66
47	24,878	**PARK PLAZA HOTEL,** Hialeah Gardens, FL	263	6,543	89
48	24,628	**HOLIDAY INN,** Newburgh, NY	121	2,980	77
49	24,500	**BEST WESTERN,** Cobleskill, NY	76	1,862	68
50	24,500	**HOWARD JOHNSON LODGE,** Miami, FL	50	1,225	89
51	24,336	**QUALITY INN SPORTS COMPLEX,** Lyndhurst, NJ	152	3,699	65
52	24,283	**HITCHING POST,** Chapmanville, WV	230	5,585	73
53	24,214	**HOLIDAY INN,** Duluth, MN	145	3,511	71
54	23,920	**HOLIDAY INN,** Zanesville, OH	100	2,392	72
55	23,918	**JUMER'S CONTINENTAL INN,** Galesburg, IL	147	3,516	61
56	23,913	**HOLIDAY INN,** Terre Haute, IN	230	5,500	78
57	23,664	**HILTON PAVILION,** Mesa, AZ	262	6,200	65
58	23,664	**SHERATON INN,** Aberdeen, MD	131	3,100	53
59	23,333	**HOLIDAY INN,** Crawfordsville, IN	150	3,500	72
60	23,321	**BEST WESTERN SUN,** Grand Rapids, MN	79	1,819	78
61	23,247	**ROYCE HOTEL,** Charlotte, NC	182	4,231	70
62	23,231	**BEST WESTERN ROBERT E. LEE MOTOR INN,** Myrtle Pt, Myrtle Pt	128	2,908	78

LODGING 400

AIRPORT

San Jose's Red Lion once again Crystal City Marriott barely edges out the for airport Top Performer honors.

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
1	51,282	**RED LION HOTEL,** San Jose, CA	507	26,000	75
2	49,412	**CRYSTAL CITY MARRIOTT HOTEL,** Arlington, VA	340	16,800	85
3	43,387	**CLARION HOTEL,** Anchorage, AK	248	12,000	85
4	40,404	**DFW EXECUTIVE CONFERENCE CENTER,** Grapevine, TX	396	16,000	87
5	40,123	**DESMOND AMERICANA,** Albany, NY	324	13,000	69
6	38,863	**MARRIOTT HOTEL-AIRPORT,** Rochester, NY	211	8,200	80
7	36,498	**SHERATON HOTEL AT BRADLEY INTERNATIONAL,** Windsor Locks, CT	237	8,650	72
8	36,429	**SHERATON GRAND ON HARBOR ISLAND,** San Diego, CA	350	12,750	61
9	35,736	**EMBASSY SUITES HOTEL,** Rosemont, IL	299	10,685	72
10	34,361	**PENN TOWER HOTEL,** Philadelphia, PA	227	7,800	71
11	34,081	**SEATTLE AIRPORT HILTON,** Seattle, WA	173	5,896	73
12	33,645	**HOWARD JOHNSON HOTEL,** Revere, MA	107	3,600	70
13	33,151	**JUNEAU AIRPORT TRAVELODGE,** Juneau, AK	86	2,851	86
14	33,125	**PORT O'CALL MOTOR INN,** Cleveland, OH	160	5,300	80
15	32,254	**KANSAS CITY AIRPORT MARRIOTT,** Kansas City, MO	382	12,321	83
16	32,084	**ROANOKE AIRPORT MARRIOTT,** Roanoke, VA	320	10,267	75
17	31,673	**GUEST QUARTERS HOTEL-BWI AIRPORT,** Linthicum, MD	251	7,950	86
18	31,241	**O'HARE HILTON,** Chicago, IL	686	27,948	71
19	30,483	**SHERATON PLAZA LA REINA,** Los Angeles, CA	807	24,600	62
20	30,066	**HOLIDAY INN-MACARTHUR AIRPORT,** Ronkonkoma, NY	280	8,725	70
21	29,863	**HOLIDAY INN AIRPORT,** Fort Meyers, FL	227	6,779	77
22	29,825	**HOTEL SOFITEL MIAMI,** Miami, FL	285	8,500	85
23	29,729	**HOLIDAY INN MONTGOMERY FIELD,** San Diego, CA	225	6,690	77
24	28,891	**RAMADA RENAISSANCE HOTEL,** College Park, GA	496	14,200	68

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
25	27,328	**LOS ANGELES AIRPORT HILTON & TOWERS,** Los Angeles, CA	1,279	34,953	70
26	27,157	**MIAMI AIRPORT MARRIOTT,** Miami, FL	788	21,400	85
27	27,000	**AIRPORT HILTON,** Minneapolis, MN	300	8,100	64
28	26,873	**HOLIDAY INN-ASHEVILLE AIRPORT,** Fletcher, NC	150	4,031	80
29	26,709	**THUNDERBIRD HOTEL & CONVENTION CENTER,** Bloomington, MN	261	6,971	65
30	26,471	**ST. LOUIS AIRPORT HILTON,** St. Louis, MO	340	9,000	68
31	26,404	**AIRPORT PLAZA HOTEL,** Reno, NV	270	7,129	59
32	26,203	**HOLIDAY INN & EXECUTIVE CONFERENCE CENTER,** North Syracuse, NY	187	4,900	76
33	25,832	**NORFOLK AIRPORT HILTON,** Norfolk, VA	250	6,458	74
34	25,702	**DAYS HOTEL CRYSTAL CITY,** Arlington, VA	245	6,297	84
35	25,538	**LEBARON HOTEL,** San Jose, CA	325	8,300	61
36	25,316	**HOLIDAY INN JETPORT,** Elizabeth, NJ	395	10,000	78
37	25,023	**AIRPORT REGENCY HOTEL,** Miami, FL	175	4,379	87
38	25,000	**BEST WESTERN MIDWAY MOTOR LODGE,** Milwaukee, WI	144	3,600	86
39	24,830	**PARK SUITES,** Nashville, TN	294	7,300	65
40	24,823	**ANCHORAGE INTERNATIONAL AIRPORT INN,** Anchorage, AK	141	3,500	64
41	23,960	**WICHITA AIRPORT HILTON,** Wichita, KS	302	7,236	77
42	23,467	**ATLANTA AIRPORT HILTON,** Atlanta, GA	501	11,757	66

Identify with the best.
Reeves namepins.

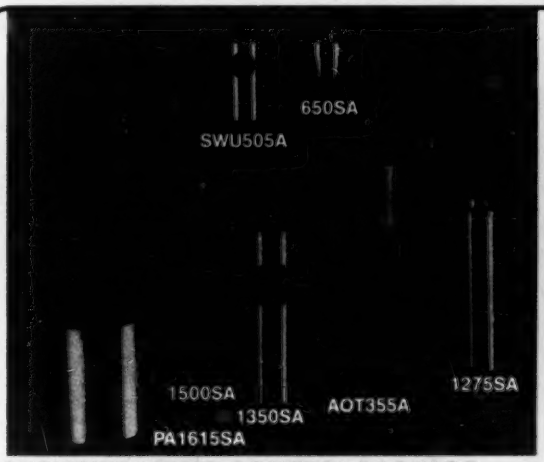
Many of the world's premier hotels rely on Reeves quality namepins. Shouldn't you?

Our ready-to-engrave blanks are designed to adapt to any make of engraving machine. Both large and small orders receive the same courteous and on-time attention. Ask about our new EZ/ID Voucher System; it was created for small users who want to manage their money wisely and get quick turn-around on their orders. Judge for yourself. Call, FAX or write today for free samples and price information.

Reeves Company, Inc., 51 Newcomb Street,
Box 719L, Attleboro, MA 02703
508 222 2877,
FAX 508 222 9316

Reeves

Circle 167 on reader service card.



DESIGNER LITTER CONTROL PACKAGE

Matching aluminum waste receptacles, planters, floor and wall urns in satin and mirror brass finishes—to meet both litter control and decor requirements. Combine contemporary good looks with essential fire safety.

UNITED MARKETING INC.
UNITED METAL RECEPTACLE CORP. · HOWARD PRODUCTS

14th & Laurel Sts., P.O. Box 870, Pottsville, PA 17901-0870
717/622-7715 • FAX 717/622-3817

For more information and **FREE COLOR CATALOG,** call Sue Howard,
Toll Free 1/800/233-0314, Ext. 220.
Your Single Source For Litter Control and Recycling • **MADE IN U.S.A.**

Circle 169 on reader service card.

THE CHAIN REPORT

A restructured and slimmed-down Holiday Inns franchise network leads a reshuffled group of top lodging chains.

		Rooms	Number of Properties	Company Owned	Franchised/ Licensed	Management Contract	Other	Rooms	Number of Properties
1	**Holiday Inn Worldwide**								
	Atlanta, GA								
	Holiday Inn	257,661	1,349	111	1,238	0	0	43,224	189
	Holiday Inn Crowne Plaza	6,862	16	8	8	0	0	6,114	20
	Garden Court Holiday Inn	0	0	0	0	0	0	363	4
	TOTAL	264,523	1,365	119	1,246	0	0	49,701	213
2	**Best Western International**								
	Phoenix, AZ								
	Best Western	163,797	1,782	0	0	0	1,782	100,242	1,514
	TOTAL	163,797	1,782	0	0	0	1,782	100,242	1,514
3	**Marriott Hotels, Resorts & Suites**								
	Washington, DC								
	Marriott Hotels, Resorts & Suites	93,360	217	28	54	135	0	0	0
	Courtyard by Marriott	22,216	152	32	0	120	0	0	0
	Residence Inn by Marriott	18,186	152	50	1	1	0	0	0
	Fairfield Inn	6,872	54	54	0	0	0	0	0
	TOTAL	140,634	575	162	57	256	0	0	0
4	**Days Inns of America**								
	Atlanta, GA								
	Days Inn	124,586	946	0	946	28	0	756	7
	Days Hotel	7,418	34	0	34	0	0	592	3
	Days Suites	300	2	0	2	0	0	0	0
	Daystop	1,900	33	0	33	0	0	0	0
	TOTAL	134,204	1,017	0	1,017	28	0	1,348	10
5	**Quality International**								
	Silver Spring, MD								
	Sleep Inn	1,011	4	0	4	0	0	71	1
	Comfort Inn	55,917	512	2	510	0	0	1,437	23
	Quality Inn	48,778	356	7	349	0	0	8,283	136
	Clarion Hotels & Resorts	9,141	39	1	38	0	0	1,176	12
	TOTAL	112,845	1,011	10	1,001	0	0	11,047	172

		Rooms	Number of Properties	Company Owned	Franchised/ Licensed	Management Contract	Other	Rooms	Number of Properties
6	**Hilton Hotels Corp.**								
	Beverly Hills, CA								
	Hilton Hotels	40,032	45	13	0	45	0	0	0
	Hilton Inns	51,524	210	0	210	0	0	0	0
	Hilton Suites	645	3	3	0	3	0	0	0
	CrestHil by Hilton	312	2	0	2	0	0	0	0
	Conrad Hotels	0	0	0	0	0	0	1,314	5
	TOTAL	92,513	260	16	212	48	0	1,314	5
7	**ITT Sheraton Corp.**								
	Boston, MA								
	Sheraton Hotels	50,656	136	0	99	37	0	39,284	102
	Sheraton Resorts	12,093	31	0	19	12	0	6,933	25
	Sheraton Inns	27,630	153	0	150	3	0	1,626	6
	Sheraton Suites	172	1	0	1	0	0	0	0
	TOTAL	90,551	321	0	269	52	0	47,843	135
8	**Ramada Franchise Systems**								
	Fairfield, NJ								
	Ramada Inn	61,570	412	0	412	0	0	0	0
	Ramada Hotel	17,639	71	0	71	0	0	0	0
	TOTAL	79,209	483	0	483	0	0	0	0
9	**Radisson Hotels International**								
	Minneapolis, MN								
	Radisson Hotels	55,400	182	0	125	27	30	5,304	19
	Colony Hotels & Resorts	9,200	47	0	0	0	47	0	0
	Country Inns by Carlson	1,100	13	0	12	1	0	0	0
	Movenpick	0	0	0	0	0	0	4,467	24
	TOTAL	65,700	242	0	137	28	77	9,771	43
10	**Motel 6**								
	Dallas, TX								
	Motel 6	61,525	536	536	0	0	0	0	0
	TOTAL	61,525	536	536	0	0	0	0	0
11	**Hyatt Hotels Corp.**								
	Chicago, IL								
	Hyatt Hotels & Resorts	55,466	105	0	0	105	0	18,215	51
	TOTAL	55,466	105	0	0	105	0	18,215	51
12	**Howard Johnson Franchise Systems, Inc.**								
	Fairfield, NJ								
	Howard Johnson Lodge	29,201	282	0	0	0	282	426	4
	Howard Johnson Hotel	15,970	97	0	0	0	97	1,839	10
	AmeriSuite	622	5	0	0	0	5	0	0
	Park Square Inns	528	3	0	0	0	3	0	0
	Howard Johnson Plaza-Hotel	5,554	29	0	0	0	29	150	1
	Howard Johnson Plaza-Suite	342	2	0	0	0	2	0	0
	Wellesley Inn	2,365	24	0	0	0	24	0	0
	Howard Johnson Suite	83	1	0	0	0	1	0	0
	TOTAL	54,795	443	0	0	0	443	2,217	15
13	**Promus Companies, Inc.**								
	Memphis, TN								
	Embassy Suites	24,173	89	7	40	52	0	0	0
	Hampton Inn	27,541	220	11	190	19	0	0	0
	Homewood Suite	901	11	9	2	0	0	0	0
	TOTAL	52,615	330	27	232	71	0	0	0
14	**Econo Lodges of America**								
	Charlotte, NC								
	Econo Lodge	48,000	592	0	592	7	0	0	0
	TOTAL	48,000	592	0	592	7	0	0	0
15	**Super 8 Motels**								
	Aberdeen, SD								
	Super 8 Motels	44,884	714	47	667	0	0	268	4
	TOTAL	44,884	714	47	667	0	0	268	0

		Rooms	Number of Properties	Company Owned	Franchised/ Licensed	Management Contract	Other	Rooms	Number of Properties
16	**Travelodge Inns, Hotels & Suites**								
	El Cajon, CA								
	Travelodge	34,054	431	45	280	146	0	5,750	58
	Hotels	0	0	0	0	0	0	21,993	216
	Exclusives	1,467	5	5	0	0	0	0	0
	Thriftlodge	120	2	0	0	0	0	0	0
	Welcome Lodge	0	0	0	0	0	0	401	4
	TOTAL	35,641	438	50	280	146	0	28,144	278
17	**La Quinta Motor Inns**								
	San Antonio, TX								
	La Quinta	25,776	203	139	6	58	0	0	0
	Rodeway	441	2	2	0	0	0	0	0
	Days Inn	115	1	1	0	0	0	0	0
	TOTAL	26,332	206	142	6	58	0	0	0
18	**Hospitality International**								
	Atlanta, GA								
	Red Carpet Inns	12,800	127	0	127	0	0	170	2
	Scottish Inns	10,016	152	0	152	0	0	84	1
	Master Host Inns	2,530	18	0	18	0	0	0	0
	TOTAL	25,346	297	0	297	0	0	254	3
19	**Red Roof Inns**								
	Hilliard, OH								
	Red Roof Inns	22,803	205	205	0	0	0	0	0
	TOTAL	22,803	205	205	0	0	0	0	0
20	**Westin Hotels & Resorts**								
	Seattle, WA								
	Westin Hotels & Resorts	20,903	34	34	0	34	0	13,502	29
	TOTAL	20,903	34	34	0	34	0	13,502	29
21	**Knights Lodging System**								
	Columbus, OH								
	Knights Inn	17,970	162	111	51	108	0	0	0
	Knights Court	350	3	0	3	0	0	0	0
	Knights Stop	38	1	0	1	0	0	0	0
	Aborgate Inn	2,387	31	13	18	16	0	0	0
	TOTAL	20,745	197	124	73	124	0	0	0
22	**Treadway Inns Partners**								
	Montvale, NJ								
	Treadway	4,000	90	0	0	0	90	1,000	30
	IINNS	14,000	360	0	0	0	360	1,000	20
	TOTAL	18,000	450	0	0	0	450	2,000	50
23	**MeriHotels**								
	Phoenix, AZ								
	Doubletree	11,424	35	10	1	34	0	0	0
	Compri	4,633	25	6	19	8	0	0	0
	Other brands	725	4	0	0	4	0	0	0
	TOTAL	16,782	64	16	20	46	0	0	0
24	**Park Inns International**								
	Irving, TX								
	Park Inn International	13,200	80	0	79	1	0	0	0
	Park Plaza	3,200	8	0	6	2	0	600	2
	TOTAL	16,400	88	0	85	3	0	600	2
25	**Rodeway Inns International**								
	Fairfield, NJ								
	Rodeway Inn	15,673	140	0	140	0	0	307	2
	TOTAL	15,673	140	0	140	0	0	307	2
26	**Preferred Hotels & Resorts Worldwide**								
	Oakbrook Terrace, IL								
	Preferred Hotels & Resorts	14,000	57	0	0	0	57	11,350	39
	TOTAL	14,000	57	0	0	0	57	11,350	39

		Rooms	Number of Properties	Company Owned	Franchised/ Licensed	Management Contract	Other	Rooms	Number of Properties
27	**Stouffer Hotel Co.**								
	Cleveland, OH								
	Stouffer Hotels & Resorts	13,880	34	7	0	10	17	0	0
	Stouffer Presidente Hotels & Resorts	0	0	0	0	0	0	2,295	7
	TOTAL	13,880	34	7	0	10	17	2,295	7
28	**Red Lion Hotels & Inns**								
	Vancouver, WA								
	Red Lion	13,479	57	39	0	1	17	0	0
	TOTAL	13,479	57	39	0	1	17	0	0
29	**Omni Hotels**								
	Hampton, HN								
	Omni Hotels	13,467	34	9	13	21	2	2,597	6
	TOTAL	13,467	34	9	13	21	2	2,597	6
30	**Outrigger Hotels Hawaii**								
	Honolulu, HI								
	Outrigger Hotels Hawaii	7,576	24	14	0	8	2	0	0
	Royal Resorts	543	1	0	0	1	0	0	0
	Outrigger Lodging Services	1,044	6	1	0	5	0	0	0
	TOTAL	9,163	31	15	0	14	2	0	0
31	**Budgetel Inns**								
	Milwaukee, WI								
	Budgetel Inns	8,424	80	64	16	0	0	0	0
	TOTAL	8,424	80	64	16	0	0	0	0
32	**Budget Host Inns**								
	Ft. Worth, TX								
	Budget Host	8,191	207	0	0	0	207	242	6
	TOTAL	8,191	207	0	0	0	207	242	6
33	**National 9 Inns**								
	Salt Lake City, UT								
	National 9 Inn	8,100	153	4	149	0	0	0	0
	TOTAL	8,100	153	4	149	0	0	0	0
34	**Wyndham Hotels & Resorts**								
	Dallas, TX								
	Wyndham Hotels & Resorts	4,900	13	8	1	4	0	2,171	5
	Wyndham Garden Hotels	3,119	18	18	0	0	0	0	0
	TOTAL	8,019	31	26	1	4	0	2,171	5
35	**Allstar Inns**								
	Santa Barbara, CA								
	Allstar Inns	7,799	73	73	0	0	0	0	0
	TOTAL	7,799	73	73	0	0	0	0	0
36	**Motels of America**								
	San Diego, CA								
	Cricket Inn	2,163	17	17	0	0	0	0	0
	Orchard Inn	103	1	1	0	0	0	0	0
	Super 8	5,456	82	82	0	0	0	0	0
	TOTAL	7,722	100	100	0	0	0	0	0
37	**Aston Hotels & Resorts**								
	Honolulu, HI								
	Aston Hotels	2,986	14	4	0	8	2	411	4
	Aston Condominiums	4,400	17	0	0	17	0	0	0
	TOTAL	7,386	31	4	0	25	2	411	4
38	**Guest Quarters Suite Hotels**								
	Boston, MA								
	Guest Quarters Suite Hotels	8,912	30	9	0	21	0	0	0
	TOTAL	8,912	30	9	0	21	0	0	0

TOP MANAGEMENT COMPANIES

Prime may have lost Howard Johnson and Ramada, but it tops the list of the largest hotel management companies.

	COMPANY NAME	ROOMS	PROP-ERTIES	RANK BY PROP-ERTIES	OWN	MNG	DVP	CONTACT
1	**PRIME MANAGEMENT COMPANY** Circle 326	20,440	136	1	Y	Y	Y	**David Simon,** President
2	**LARKEN, INC.** Circle 327	15,000	82	3	Y	Y	N	**Larry Cahill,** President
3	**MHM, INC.** Circle 328	14,507	80	4	N	Y	Y	**Donald J. Landry,** President
4	**AIRCOA HOSPITALITY SERVICES, INC.** Circle 329	13,668	46	8	Y	Y	Y	**Bob James,** President
5	**THE CONTINENTAL COMPANIES** Circle 330	13,600	55	5	Y	Y	Y	**Peter L. Sibley,** Pres., TCC Development
6	**INTERSTATE HOTELS CORP.** Circle 331	12,600	36	17	Y	Y	Y	**Robert L. Froman,** Exec. VP, Development
7	**COLUMBIA SUSSEX CORP.** Circle 332	9,425	50	7	Y	Y	Y	**William J. Yung,** President
8	**WINEGARDNER & HAMMONS, INC.** Circle 333	9,421	42	11	Y	Y	Y	**J. Erik Kamfjord,** President

	COMPANY NAME	ROOMS	PROP-ERTIES	RANK BY PROP-ERTIES	OWN	MNG	DVP	CONTACT
9	**JOHN Q. HAMMONS HOTELS** Circle 364	8,905	34	21	Y	Y	Y	**John Q. Hammons,** President
10	**BEACON HOTEL CORP.** Circle 365	8,763	39	14	Y	Y	Y	**Richard Kelleher,** President
11	**UNITED INNS, INC.** Circle 366	8,745	35	20	Y	Y	Y	**Don Cockroft,** President
12	**COMMONWEALTH HOSPITALITY LTD.** Circle 367	8,649	37	16	Y	Y	Y	**Warren Adamson,** VP, Development
13	**SERVICE MANAGEMENT CORP.** Circle 368	8,296	43	10	Y	Y	Y	**Brian Kilduff,** President
14	**MOTELS OF AMERICA** Circle 369	7,985	103	2	Y	Y	Y	**Mark T. Livingston,** President
15	**SUMMIT HOTEL MANAGEMENT CO.** Circle 370	7,840	54	6	Y	Y	Y	**Leon H. Volkert,** President
16	**LOEWS HOTELS** Circle 371	7,240	16	50	Y	Y	N	**Helaine Aronson,** Director of Development
17	**COLONY HOTELS AND RESORTS** Circle 372	6,840	36	17	N	Y	Y	**John Russell,** President
18	**HOTEL INVESTORS CORP.** Circle 373	6,725	42	11	Y	Y	N	**Ron Young,** President
19	**H.I. DEVELOPMENT CORP.** Circle 374	6,695	35	20	Y	Y	Y	**David H. Callen,** Chairman
20	**UNIVERSAL HOTELS** Circle 375	6,459	40	13	Y	Y	Y	**Alan S. Kirkpatrick,** President
21	**OCEAN HOSPITALITIES, INC.** Circle 376	6,345	36	17	Y	Y	Y	**Douglas E. Greene,** President
22	**MARINER HOTEL CORP.** Circle 377	5,484	20	39	Y	Y	Y	**Archie Bennett, Jr.,** Chairman
23	**INTEGRA** Circle 378	5,355	32	22	Y	Y	Y	**David Steadman,** President
24	**TRIPLE T HOTEL MANAGEMENT** Circle 379	5,300	44	9	Y	Y	Y	**Larry Keenin,** Exec. VP
25	**WESTBROOKE HOTEL CORP.** Circle 380	5,192	32	22	Y	Y	N	**Philip J. Brookes,** President
26	**ASTON HOTELS & RESORTS** Circle 381	5,125	32	22	Y	Y	N	**J. W. Ellsworth,** Exec. VP

	COMPANY NAME	ROOMS	PROP-ERTIES	RANK BY PROP-ERTIES	OWN	MNG	DVP	CONTACT
27	**INN DEVELOPMENT & MANAGEMENT, INC.** Circle 382	4,664	26	31	N	Y	Y	**H. Chris Carlstead, Jr.,** President
28	**HORIZON HOTELS LTD.** Circle 383	4,800	17	44	Y	Y	Y	**Stanley E. Cox,** Chairman
29	**LANDMARK HOTEL CORP.** Circle 384	4,644	22	35	Y	Y	Y	**Donald Redford,** Sr. VP, Operations
30	**REGISTRY HOTEL CORP.** Circle 385	4,600	15	52	Y	Y	Y	**Charles W. Lanphere,** President
31	**EQUITY HOTEL CORP.** Circle 386	4,490	22	35	Y	Y	Y	**Steven J. Belmonte,** President
32	**AMERICAN GENERAL HOSPITALITY, INC.** Circle 387	4,356	30	26	Y	Y	Y	**Bruce G. Wiles,** Exec. VP
33	**MMI HOTEL GROUP** Circle 388	4,352	20	39	Y	Y	Y	**Earle F. Jones** Co-Chairman
34	**VISTA HOST, INC.** Circle 389	4,331	28	29	Y	Y	Y	**Paul D. Brushwood,** Sr. VP
35	**THE FLATLEY COMPANY** Circle 390	4,277	13	57	Y	Y	Y	**John J. Roche,** VP Finance & Admin.
36	**RESOURCES HOTEL MANAGEMENT SERVICES** Circle 391	4,016	29	27	N	Y	N	**Mike Infantine,** President
37	**LODGING UNLIMITED, INC.** Circle 392	4,014	29	27	Y	Y	Y	**Morris E. Lasky,** President
38	**THE MANAGEMENT GROUP, INC.** Circle 393	4,000	14	55	Y	Y	Y	**C. A. Cataldo,** President
39	**HOSTMARK INTERNATIONAL, INC.** Circle 394	3,824	31	25	N	Y	Y	**Stephen R. Nerans,** CEO
40	**WESTMONT HOSPITALITY GROUP, INC.** Circle 395	3,750	28	29	Y	Y	N	**Jerry Mathers,** Director of Operations
41	**PEABODY HOTEL GROUP** Circle 396	3,685	13	57	Y	Y	Y	**David V. Shamoian,** Exec. VP
42	**COOPER COMPANIES** Circle 397	3,680	17	44	Y	Y	Y	**Irby Cooper,** President
43	**THE SUNWAY HOTEL GROUP** Circle 398	3,402	24	38	Y	Y	N	**Donald E. Culbertson,** President
44	**KAHLER CORP.** Circle 399	3,400	15	52	Y	Y	Y	**H. W. Milner,** President